

## INFORMATION PAPER

IMAH-PLD-I  
4 February 2005

SUBJECT: U.S. Army Installation Management Agency (IMA) Business Process Redesign (BPR) Program

1. Purpose. To provide information on IMA Business Process Redesign Program.

2. Facts.

a. IMA will conduct a program to redesign the business processes for delivering and managing services in order to gain efficiencies and improve effectiveness and consistency. The goal is to transform the way that we deliver services on installations rather than simply upgrade current ways of doing business.

b. The estimated cost for executing the program is approximately \$235 million over the next 8 years (Fiscal Years 2005 through 2012). Based on an estimated return on investment of 15% over the life of the program, IMA expects to accrue about \$627 million in efficiencies.

c. IMA BPR has four primary activities:

(1) Redesign and implement business processes both for delivering services and managing the delivery of services and measure the resulting improvements in efficiency and effectiveness.

(2) Develop functional requirements from redesigned business processes to support changes to functional information systems and enterprise resource planning (ERP) solutions.

(3) Design an enterprise business intelligence capability to report performance measurements.

(4) Develop and maintain the IMA Enterprise Architecture which will describe components of the IMA enterprise (organization, operations, systems and standards), their relationships and how they support the goals and objectives of the IMA.

d. Army Contracting Agency (ACA) has competitively awarded blanket purchase agreements (BPAs) to International Business Machines (IBM) and Computer Sciences Corporation (CSC) which will allow them to compete for the two task orders to be issued under the BPR Program.

(1) Task Order 0001 was awarded on 4 February 2005. The scope is a 20 week effort for a discovery, data collection and synthesis effort to provide IMA with sufficient information to decide on the priority of business processes to redesign.

(2) Task Order 0002 will be a comprehensive program for the conduct of BPR in 10 incremental tasks. The task order requirements include business process redesign; transition planning; implementing redesigned business processes; integrating business processes with information management systems; and developing/integrating the IMA business intelligence tool.

e. IMA intends to award two other task orders to support the BPR effort.

(1) Program planning and analysis to Gartner Consulting to (1) assist IMA in the development of a prioritization model to analyze data collected during Task Order 0001; (2) develop program management documentation (Program Management Plan, Strategic Communications Plan and Change Management/Governance Plan) that will be used to direct the overall BPR effort; (3) provide acquisition support for award of Task Order 0002; and (4) provide independent verification and validation (IV&V) support. This independent work is being accomplished to mitigate the risk of an Organizational Conflict of Interest (OCI) with the vendor who is awarded Task Order 0001.

(2) Enterprise architecture development and management to DESE Research, Incorporated. This is being awarded to preserve the independency of the enterprise architecture effort.

g. Bill Eggers will serve as the IMA Program Manager for the IMA BPR Program.

i. The program has approved funding for FY05 from the IMA BASOPS accounts. We will evaluate the progress and prognosis for the program during the FY06 budget process to decide whether to continue. The intent is to include the requirement in the POM at the earliest opportunity (FY08-12 POM).

Mr. Eggers/602-0612  
Approved by: Mr. Shelton